Investor Conference 2025

Bezhalel (Butzi) Machlis

President and CEO

IN MEMORY OF OUR EMPLOYEES

Avichai Amsalem
30 years old
Radio engineer

Omri Roth
25 years old
SW QA

Liav Atiya
25 years old
Security

Ohad Ashur
23 years old
Drone pilot

Nitai Meisels
30 years old
Experimental engineer

Mordechai Haim Amoyal
42 years old
Supply chain planner

Benjamin Destawo Nagosa
28 years old
Security

ELBIT SYSTEMS' STRATEGIC PILLARS

BROAD AND INNOVATIVE PORTFOLIO

STRONG WORLDWIDE PRESENCE

INNOVATION - COMPETITIVE ADVANTAGE

PEOPLE

RANKED 22ND IN DEFENSE NEWS GLOBAL 100 DEFENSE COMPANIES IN 2024

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THE DEFENCE MARKET

GLOBAL GEOPOLITICAL CONFLICTS

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ELBIT PORTFOLIO

AIR & SPACE

EW Self Protection
Avionics
DIRCM
ALE

Space Camera

EW Self Protection
VISINT
DIRCM
HMDs

Mission Computer
SAR
Airborne SDR and DL
Armaments

High Power Laser
Aerostructure
EW Self Protection
HMDs
HUDs
Avionics
Armaments
Airborne SDR and DL
Embedded Training

F-35 HMDs
LAD
Aerostructure (doors)

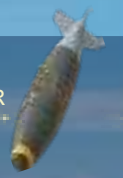
EW Self Protection
VISINT / WAPS
SIGINT&EW
Airborne SDR and DL

Fire-Shield

MISSION TRAINING CENTERS

FLIGHT ACADEMY

Rampage



MPR

Lizard

GATR

ARMAMENTS

LAND

Skylark™ I-eVTOL
Skylark™ 3
PULS Ammunition
“SkyStriker” Rocket
Torch-X™ Fires
Iron Fist
COAPS
IronVision™
RCWS Turret
THOR
TerminaTHOR™
Autonomous Management - Dominion-X
Data Links
Crossbow Light Turret Mortar System
C-UAS
ENVG-B
Soldier Systems
Armored Fighting Vehicle Optronic Suites
Torch-X™ Mounted
E-LynX™ SDR
SIGMA
Torch-X™ Fires
TRIDENT (TADS)
Torch-X™ JATC
E-LynX™ SDR
COMMUNICATION SYSTEMS
Rocket Artillery
Mortars Shells
Artillery Munition
Tank Ammunition
ARMAMENTS

NAVAL

Combat Management System (CMS)
Naval Communication Systems
Naval EW & SIGINT
ASW Sonar Systems
Deseaver MK II - DCLS
RCNW Station
SPARK
VISINT / WAPS
Sea to Shore
Rocket System
Skylark™ I-eVTOL
Airborne SDR and DL
Sonobuoy
VISINT
DAiR™ - Tactical Radar
Seagull™
Uncrewed Surface Vessel (USV)
Sonars
Strategic
ASW barrier
TRAPS - Towed Reelable
Active Passive Sonars

INTELLIGENCE

Elbit Systems™

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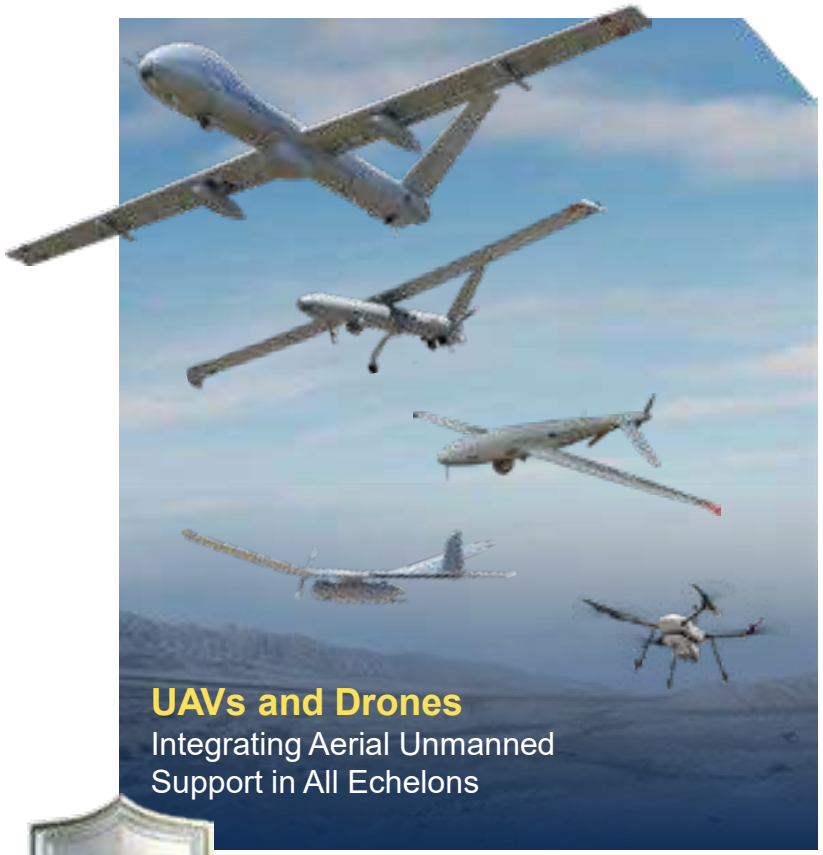
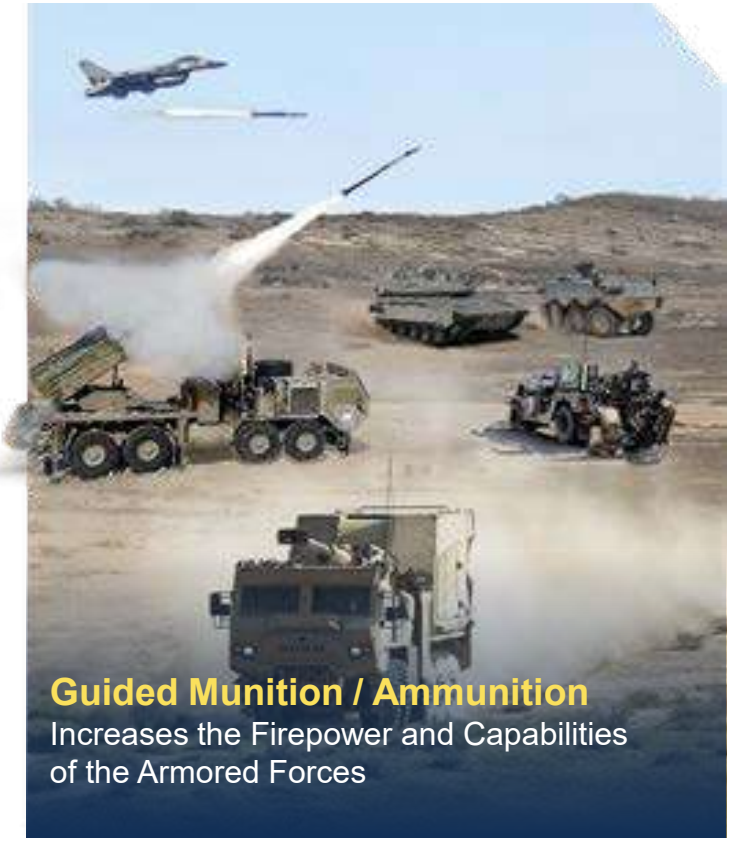
ISRAEL

ELBIT PRODUCTS OPERATIONAL PROVEN IN “SWORDS OF IRON"



UAVs and Drones
Integrating Aerial Unmanned Support in All Echelons

ISTAR & EW
Multi-Spectral Payloads



Guided Munition / Ammunition
Increases the Firepower and Capabilities of the Armored Forces

The 2024 Israel Defense Prize for Three separate Innovative Defense Technological Systems

ELBIT PRODUCTS OPERATIONAL PROVEN IN “SWORDS OF IRON"

Integrated Command & Control - Allowing IDF Maneuver
Net Centric Warfare, DAP 750

The 2024 Israel Defense Prize for Three separate Innovative Defense Technological Systems

ELBIT SOLUTIONS MATURED DURING “SWORDS OF IRON”

SkEye WAPS™
Wide Area Airborne Persistent Video Surveillance

Air Armament
Long-Range Supersonic Air-to-Ground Precision Strike Missile

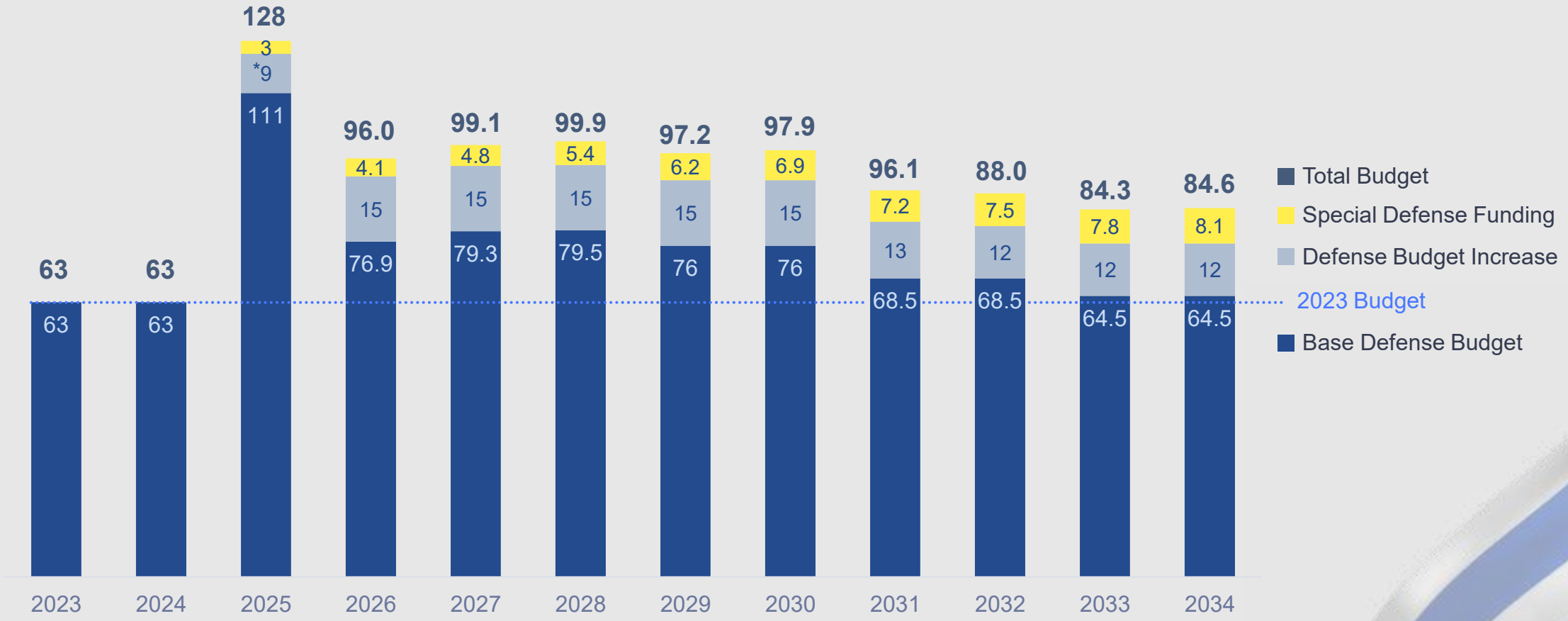
Rocket Artillery
Precision Guided Munition Launchers

ReDrone
Advanced Defense Modular C-UAS

BUDGET INCREASE IN ISRAEL

Billion NIS

DEFENSE BUDGET PROPOSAL - "NAGEL" COMMITTEE



* In 2025 NIS 3 Bn. were allocated from the defense budget resulting in a net addition of NIS 6 Bn.

Source: “Nagel” committee budget report

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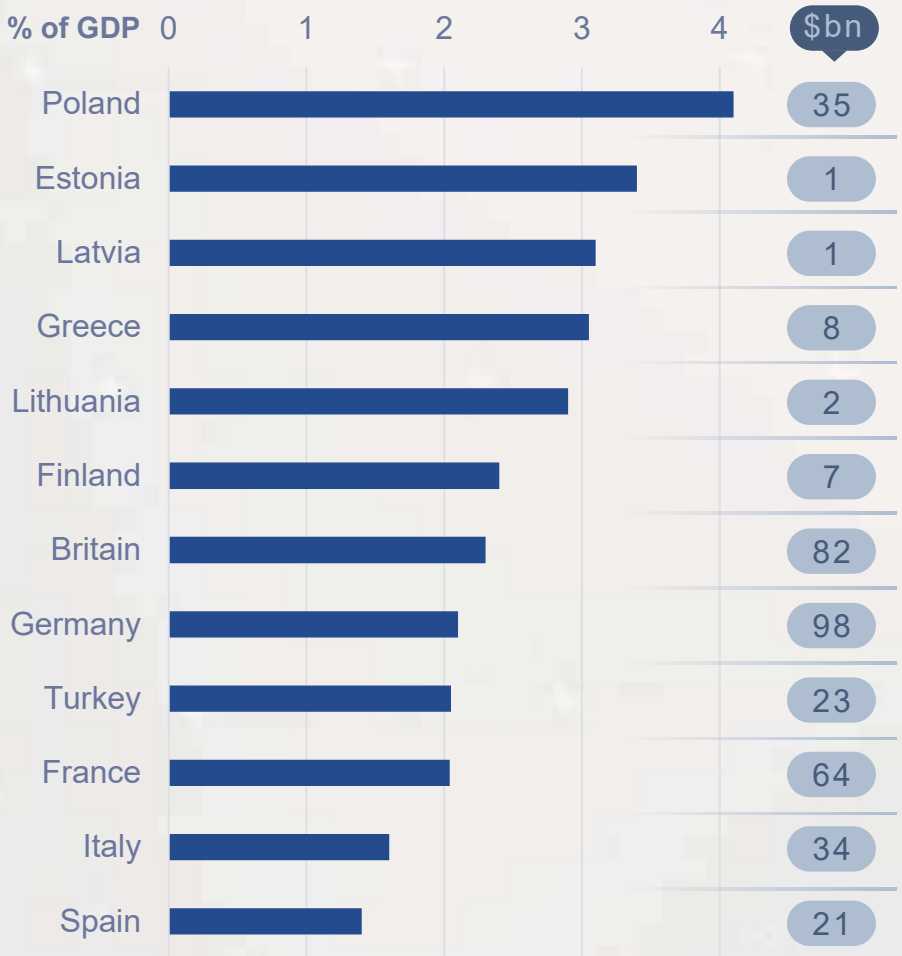
EUROPE

EUROPE DEFENCE SPENDING CONTINUES TO INCREASE

European NATO Members, Defence Spending, % of GDP | 2024 Estimate, Selected Countries



2% → 3% translates into additional **$280 billion**

ELBIT SUBSIDIARIES ACROSS EUROPE

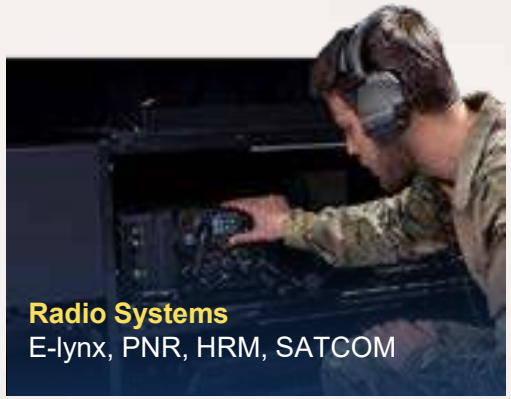
~1,900 employees

- United Kingdom
- Germany
- Romania
- Sweden
- Switzerland
- Austria
- Belgium
- France
- Hungary
- Netherlands
- Finland

Source: Economist

US President Trump: *"NATO should be at 5% GDP"*

EUROPE - A GROWING MARKET



SALES GREW BY OVER **106%** FROM $885M IN 2021 TO $1.82B IN 2024

LEONARDO SAAB RHEINMETALL babcock AIRBUS GENERAL DYNAMICS European Land Systems BAE SYSTEMS DIEHL KNDS

STRATEGIC AUTONOMY

European Commission

The President

Brussels, 3 March 2025

Dear Colleagues,

A new era is upon us. Europe faces a clear and present danger as it wish that some of us have seen in our orbit [illegible].

Some of our fundamental assumptions are being undermined in their very core. The pace of change is disconcerting and increasingly alarming. The future of a free and sovereign Ukraine – of a safe and prosperous Europe – is on the line. And this should frame the nature of our thinking, the boldness of our action and the urgency with which we will implement our decisions in the coming days and weeks.

The meetings and discussions that we had in the last weeks reinvigorated our common purpose and an understanding that we must think differently and respond accordingly to the situation.

With one clear conclusion: Europe needs to be in charge of its own deterrence and defence.

This is why, ahead of the European Council meeting later this week, I would like to present an unmediate European response plan – REARM Europe. The initiative proposed are centred around the need to urgently and significantly step up our spending as Europe is scarcely and defence. Including through a new dedicated defence instrument.

To frame these proposals, it is vital to recall that we much as the world is changing, our principles have not. We seek stability, security, prosperity and freedom from enemies. And we want the closest possible transatlantic relations, which also build on the deep and solid foundations between our peoples and our parliaments.

There is also a lot of work that we can build on.

Ursula von der Leyen

Ursula von der Leyen

> ***… A new financial EU instrument to support Member State in boosting their defense capabilities***
>
> A new EU instrument will be established under Article 122 of the TFEU to provide Member States with loans backed by the EU budget. With **up to EUR 150 billion**, this instrument would strongly support EU efforts to achieve a rapid and significant increase in investments in Europe's defence capabilities - now and over this decade…

Ursula von der Leyen, European Commission President

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ASIA PACIFIC

ASIA PACIFIC

Taiwan and China will 'surely be reunified' says Xi in New Year's Eve address

By Yvette Tan

1.2025 | BBC NEWS

North Korea's Kim says armed conflict becoming reality because of US

1.2024 | REUTERS

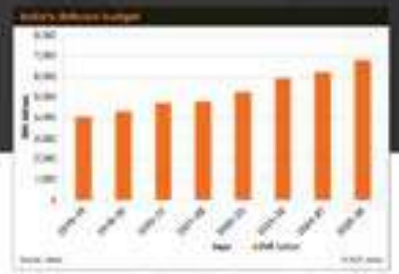
Japan's Defence Budget Grows but Dependence on Imports Remains

Japan's government is now increasing defence expenditure in the face of growing threats, but its own defence industry still falls short of developing 'home grown' solutions.

2.2025 | ASIAN MILITARY REVIEW

India announces 9.5% increase in 2025–26 defence budget

By Jon Grevatt | 03 February 2025



India's Ministry of Defence (MoD) announced on 1 February a 2025–26 defence budget of INR6.81 trillion (USD78.4 billion).

3.2025 | JANES

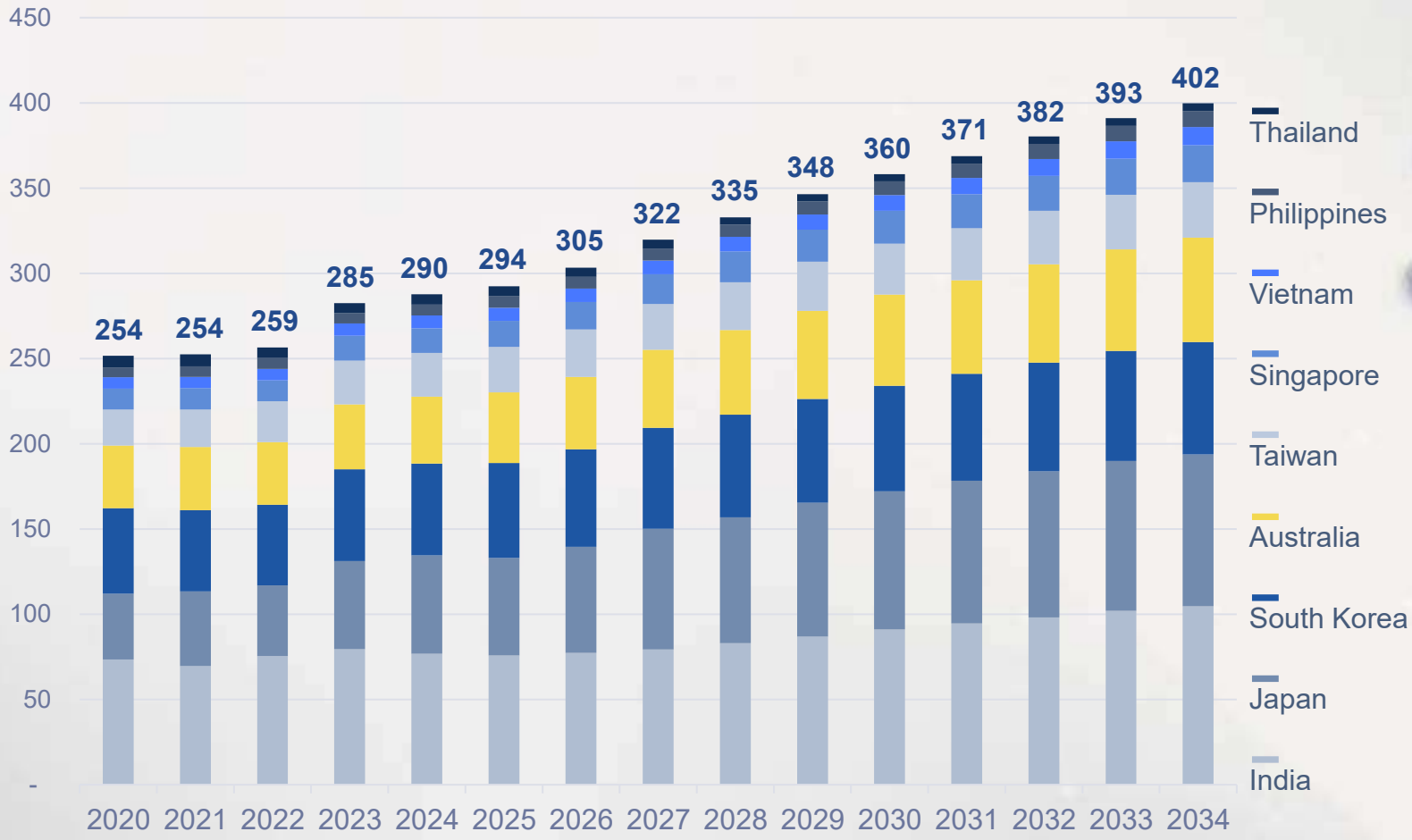
Japan's defence budget to hit record US$55 bil, government to develop new counterattack capabilities

Japan's defense spending for fiscal next year will increase to a record high of 8.7 trillion yen, up 9.4 per cent from the previous year.

12.2024 | Viet Nam News

ASIA PACIFIC

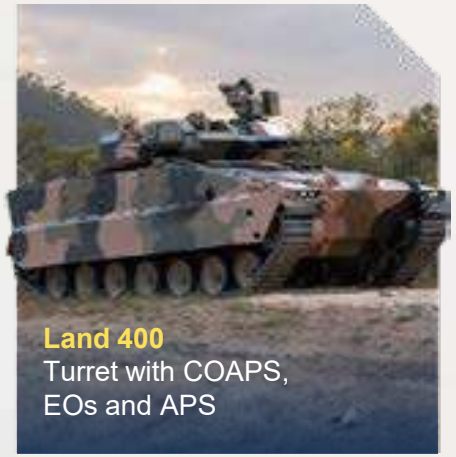
ASIA - PACIFIC DEFENSE SPEND | USD billion



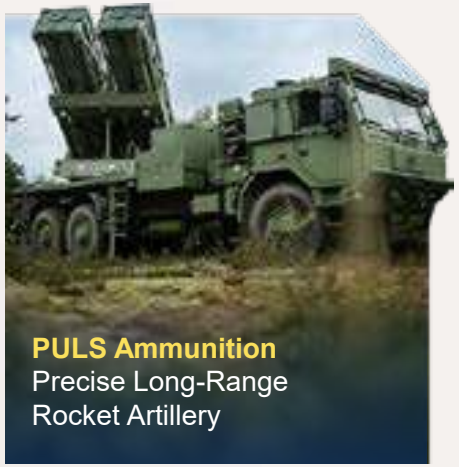
Source: Janes Estimates

ELBIT SUBSIDIARIES ACROSS APAC

ASIA PACIFIC



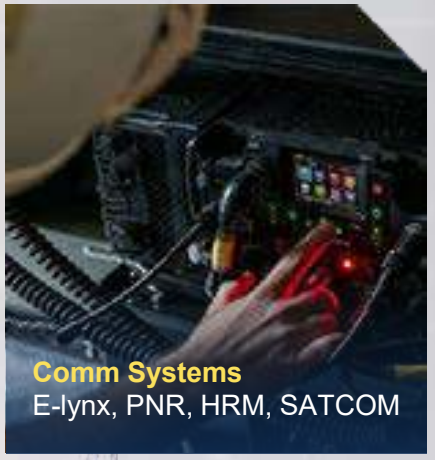
Land 400
Turret with COAPS,
EOs and APS



PULS Ammunition
Precise Long-Range
Rocket Artillery

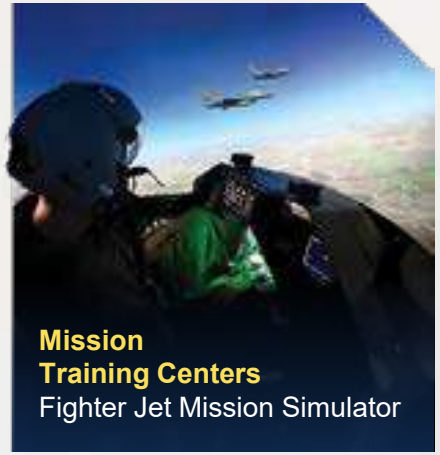
Land EW
SIGINT & EW, Cyber

DAiR
Multi Mission Tactical Radar



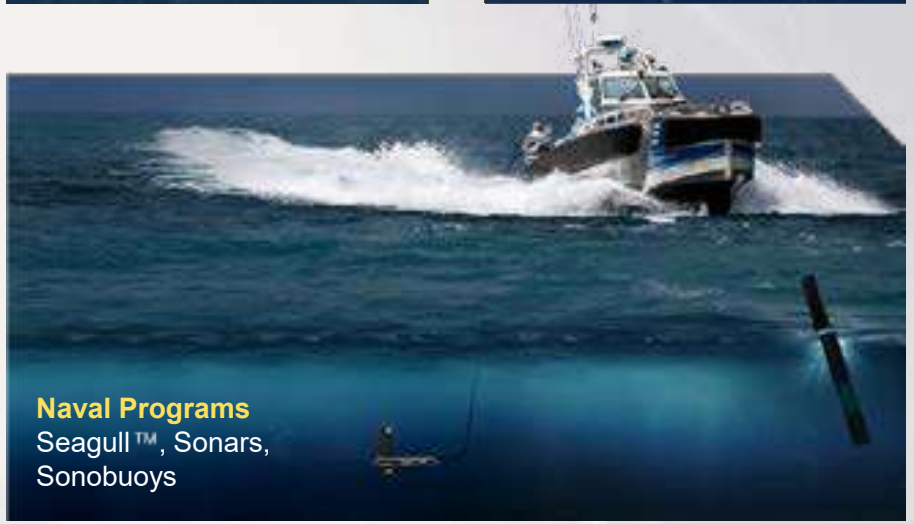
Comm Systems
E-lynx, PNR, HRM, SATCOM

EO
Reconnaissance,
NVGs, Spectro



Mission
Training Centers
Fighter Jet Mission Simulator

Aerial EW Suite
RWR, MWS, CMDS & DIRCM



Naval Programs
Seagull™, Sonars,
Sonobuoys

R&D SPEND ENABLES TECHNOLOGICAL SUPERIORITY

7% OF SALES IN R&D

CONTINUING TO BUILD AND UPGRADE NEW ADVANCED FACILITIES IN ISRAEL

ISRAEL - Center | 20,000 sqm

UAV DEVELOPMENT AND PRODUCTION

ISRAEL - Ramat Beka | 80,000 sqm

AMMUNITION PRODUCTION

INCREASE THROUGHPUT | IMPROVE EFFICIENCY | ENHANCE QUALITY | SHORTEN LEAD-TIMES

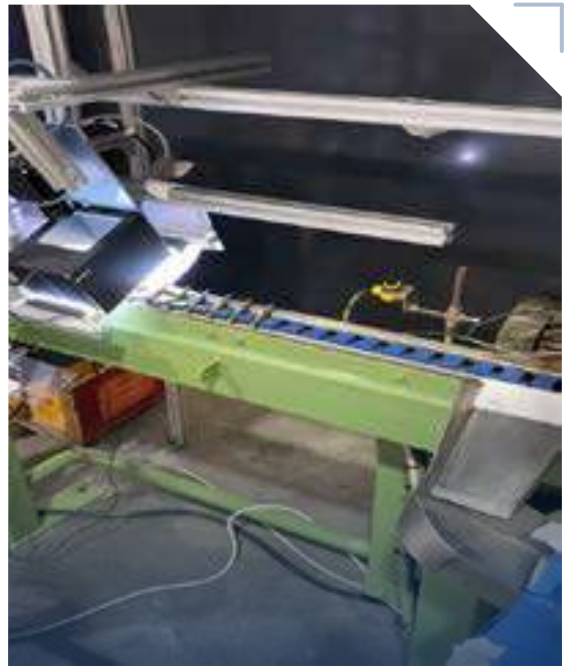
SIGNIFICANLTY INCREASING CAPACITY

investing in advanced automation in our facilities

Robotics for Forging

Robotics for Heat Treatment

Modular Munitions



AI Solution for Sorting Bullets

EXPANDING NEW FACILITIES AND PRODUCTION LINES AROUND THE WORLD

US - South Carolina | 12,600 sqm

HEAVY MANUFACTURING | COMPLETE

UK - Bristol | 5,000 sqm

DEVELOPMENT AND PRODUCTION - COMPLETE

Holand - Utrecht

RADIO REPAIR CENTER

ROMANIA | Additional 10,000 sqm

PRODUCTION MMACHINING, ELECTRONICS, UAVS

ACCELERATING THE MOVE TO ADVANCED AUTOMATION IN OUR FACILITIES

ONEERP

- Globally Integrated Company
- Enhanced Processes & Operational Excellence Boosted Production Rates Across Facilities
- Integrating Robots → Improving OEE
  (Overall Equipment Effectiveness)
- A Better Supply Chain
- Expanding Our Automation Capabilities
- Introducing Advanced AI Tools in Our Production Lines
- Implementation of Advanced Information System - ONE ERP, MES, CRM

ELBIT KEY TAKEAWAYS

- Growth in All Financial Parameters in 2024
- Strategy Focus on Diverse and Innovative Portfolio
- Operating Via Local Subsidiaries, Increasing Global Reach
- Tested and Operational Proven Solutions During “Swords of Iron”
- Our People are Our Strength and Most Valuable Resource
- Focus on Execution as Demand Continues to Grow

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QUESTIONS & ANSWERS

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THANK YOU.

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